

# EFFICIENCY INITIATIVES & FUNDING REDUCTION REPORT 2011



COMMUNITY COLLEGES &  
WORKFORCE PREPARATION

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## Report Summary

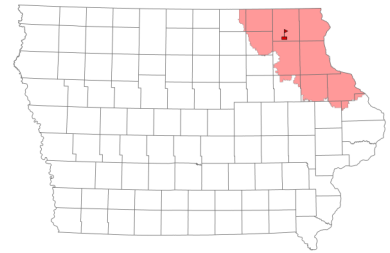
Senate File 2376 directed the board of directors of each community college to submit to the Iowa Department of Education by October 1, 2010, a report which provides details on any initiatives implemented by the community college to create greater efficiency within the community college during the 2009-2010 fiscal year, and details on the methods by which the community college implemented budget reductions ordered by the governor pursuant to executive order number 19 issued October 8, 2009. The Iowa Department of Education compiled these answers, which are contained in this report.

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### Northeast Iowa Community College

**Please provide a description and details of initiatives implemented by your college that created greater efficiency within the college during fiscal year 2009 and fiscal year 2010.**



Northeast Iowa Community College (NCC) established a budget task force to receive comments from the NCC for any ideas on how to solve budgetary issue and reduced funding levels. All items were assessed and reviewed by the task force committee and submitted to the NCC's administration with a recommendation. This recommendation was approved by the Board of Trustees in January 2010. The items were grouped into four levels, with the trustees approving levels one and two for the administration to implement.

Some of the major items were:

- Nine (9) FTE (Full-Time Equivalency) positions were not replaced through the hiring freeze and one Business Accelerator staff person was eliminated.
- Reduced loads of 12 nursing/allied health faculty. Child development center staff hours were also reduced.
- Offered retirement incentive program to 63 eligible faculty and staff. Fifteen (15) elected to retire, resulting in a savings of \$335,000.
- Eliminated approximately \$350,000 in subsidies to Child Development Centers.
- Replaced some full-time faculty vacancies with adjunct instructors.
- Reduced cleaning of offices each week and used time saved to maintain other areas of campus without hiring additional staffing.
- Reduced postage expense by providing online access to employees of their payroll information instead of mailing their payroll stubs to them each pay period, and also by eliminating duplicate and outdated addresses from bulk mailing lists.
- Increased use of video conferencing for inter-campus meetings to reduce travel. Restricted out-of-state travel when appropriate.
- Tightened restrictions on printing, using more email marketing. No paper catalog or handbooks were printed, and less postage costs were incurred.
- Reduced number of nights the campuses and centers are opened.
- Eliminated the Business Accelerator program.
- Eliminated evening and weekend nursing program.
- Eliminated EMT credit program.
- Increased tuition by \$6.00 or 4.6 percent.

**Please provide details on methods in which the community college implemented the 10 percent across-the-board reductions in funding during FY10 (pursuant to Executive Order Number 19).**

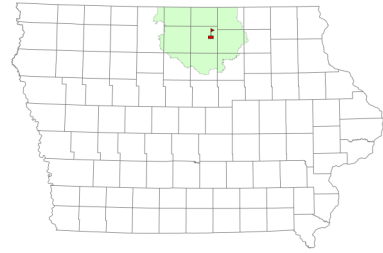
As mentioned above, NCC addressed the 10 percent budget cuts with the budget task force committee and approved items by the Board of Trustees.

Some of the major items were:

- Cut costs at child development centers.
- Hiring freezes/reductions to travel.
- Reduced postage costs.
- Reduced the amount of accrued vacation by nearly \$200,000 by encouraging use of vacations.

## North Iowa Area Community College

**Please provide a description and details of initiatives implemented by your college that created greater efficiency within the college during fiscal year 2009 and fiscal year 2010.**



- North Iowa Area Community College (NIACC) has an advisory committee for items that involve personnel affairs. One of the items brought forward, researched, and approved by the employee groups was an implementation of new health care coverage options. Most of NIACC's employee benefits was the same and resulted in a savings in costs to the institution.
- Energy savings strategies have been implemented such as lighting changes/retrofits for less energy usage, interior doors added to reduce heating/cooling losses in one of our buildings, and limiting exterior lighting based on campus usage for less electrical consumption.
- All vacant positions reviewed for continued funding. Opportunities for re-engineering positions are reviewed as any vacancy occurs.
- NIACC implemented a practice of limiting travel. All travel arrangements need to be approved by the appropriate administrator in each department. The number of persons traveling is limited and those who do travel are asked to share experiences and knowledge upon return for those who did not travel.
- NIACC created a multiple year budget scenario that was used to educate staff on the challenges of providing quality instruction, quality services, and funding these areas of need. This budget scenario was also used as a tool for staff to review and offer suggestions for savings or brainstorm for alternative resource development.
- NIACC leveraged resources from federal ARRA (American Recovery and Reinvestment Act) sources to be expended over the allowable two-year period.
- Layoffs were implemented and we re-engineered workloads to absorb the duties and responsibilities of these individuals.
- NIACC's football program was eliminated. This elimination was a cost savings in stadium rental and the staff that was involved in this program. The student activity fee continues to be used to support NIACC's other athletic programs.
- Consideration for NIACC's students was at the forefront of the discussion about the possibility of a tuition increase. NIACC's discussions in employee groups, as well as the Board of Directors, centered on the ability of students to access the educational opportunities NIACC felt they had to offer. In light of these discussions, NIACC implemented a modest tuition increase.
- The faculty and staff were important players in the savings plan that NIACC put together and implemented. The staff was offered and accepted a modest salary increase. This was viewed as part of the plan to retain quality positions, service to NIACC's communities and stakeholders, and access for NIACC's students.

**Please provide details on methods in which the community college implemented the 10 percent across-the-board reductions in funding during FY10 (pursuant to Executive Order Number 19).**

- After the announcement in October of the across-the-board reduction, discussion was started about the possibility of an enhanced retirement incentive. A plan was developed and offered in the fall of 2009. This offer to eligible individuals had to be taken advantage of in a limited amount of time. NIACC had 25 individuals accept the offer of early retirement.
- As a revenue enhancement for the fiscal year after the announcement was received, NIACC discussed and implemented a mid-year fee for credit student enrollments.
- Travel limitations, as mentioned in the 2009-10 initiatives, continue and are part of the current years' operations.

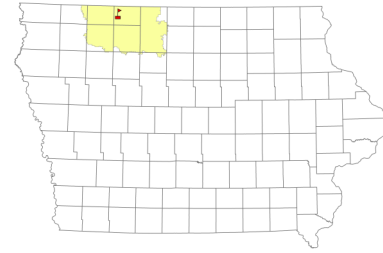
**North Iowa Area Community College (continued)**

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- Vacant positions continue to be reviewed for continued funding. Opportunities for position restructuring are reviewed as vacancies occur.
- As part of the budgeting process, NIACC asked for input from our faculty and staff on non-salary expense line items. As part of the budgeting process, no increase in non-salaried expenditures was authorized without detailed rationale and review.

**Iowa Lakes Community College**

**Please provide a description and details of initiatives implemented by your college that created greater efficiency within the college during fiscal year 2009 and fiscal year 2010.**



During FY08, Iowa Lakes Community College (ILCC) constantly reviewed the financial operations of the general unrestricted fund. While doing this, measures were taken to reduce as much as possible of the anticipated deficit. Travel was scrutinized to the point that only necessary travel was approved. Twenty-five percent (25%) of the budget for non-salary and benefits was reviewed and many areas were reduced. Upon further review at the close of the fiscal year, ILCC's tuition was less for this fiscal year than it was for the previous fiscal year, even with an increase in ILCC's tuition rate.

Measures were taken to critically analyze each position that became vacant due to employees leaving. One cabinet position was not filled. There were many lower positions whose duties were either eliminated or absorbed by other employees. ILCC had hoped that their actions to bolster the enrollment of the college would put the college in a good budget position.

After the dust settled in early September, ILCC's enrollment grew for the year before, but not significantly. In early October of FY09, the cabinet held an all-day retreat to review the financial position of the general unrestricted fund. This retreat resulted in ILCC taking a zero-based budget approach to the non-salary and benefit portion of the budget. Program expenses were reduced, again, in many programs, some to the point that there could be no more paring of expenses.

Equipment and membership expenses were scrutinized and reduced. With many employment positions becoming vacant and not filled and with the other reduction of expenses ILCC drastically made great progress on reducing their budget deficit. After all of the college's efforts, ILCC received word of the state general fund reversion.

Realizing that the college could not rely on expected enrollment increases to balance the budget, ILCC made a thorough review of the major part of the budget, that being employees. Duties of various positions were identified to be shifted to other positions. When the plan was completed, ILCC had 21 fewer full-time employees beginning in FY10 than the beginning of FY09, including reducing the president's cabinet number from 15 to 10. All of the above activities allowed ILCC to begin FY10 year with a balanced budget.

**Please provide details on methods in which the community college implemented the 10 percent across-the-board reductions in funding during FY 2010 (pursuant to Executive Order Number 19).**

Having done budget tightening measures, along with building a conservative revenue budget, ILCC put in place a balanced budget from the first day of FY10. During the summer months, ILCC was tracking a much higher revenue picture from tuition and fees than what their budget was built. This trend continued with the enrollment for the fall semester. ILCC analyzed the areas that might have been deficient with the reduction of employees with some anticipation that we could back fill some positions with added revenue from the enrollment.

**Iowa Lakes Community College (continued)**

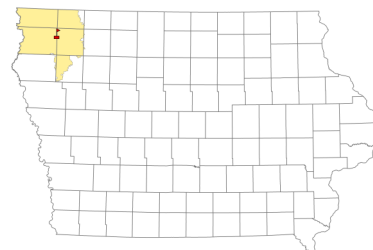
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Once ILCC received word of the 10 percent reversion, ILCC's decision to do this evaporated. Most of ILCC's employment is contracted based with the contracts ending June 30, and those who are not on a contract are the lower paid employees, so another reduction in staff would not be sufficient to offset this reduction in state general aid. ILCC feels fortunate that the college took the actions they did in the previous 12 months prior to the reversion. Had ILCC not done this, the college would have had to end the year with a deficit and have to make this up with actions going into FY11.



### Northwest Iowa Community College

Please provide a description and details of initiatives implemented by your college that created greater efficiency within the college during fiscal year 2009 and fiscal year 2010.



**Lean Process Analysis:** Northwest Iowa Community College (NCC) formed a campus-wide assessment team to analyze the processes relating to servicing the college's high school partners in their five-county service area. Specific focus areas included the delivery of books, billing of sponsorships, and enhancing communication with high school counselors.

**Website Redesign:** NCC completely redesigned and rolled out a new website. Areas of emphasis included: 1) pages designed for specific users such as students, parents, alumni, and business and industry; 2) quick search features for users; 3) more intuitive navigation for areas of interest; and 4) posting areas for electronic documents.

**Print Solution:** NCC partnered with a third-party vendor to assist in managing all printing processes on campus. This resulted in multiple efficiencies on campus including toner stocking, student account management, printer breakdowns, enhanced laser printing opportunities, and more expanded electronic imaging options.

**Portal:** NCC initiated a portal, which is available for college employees and students as well. Important campus information of all kinds is available in a readily accessible and organized format. All stakeholders now have a "go-to" place to find the latest campus news.

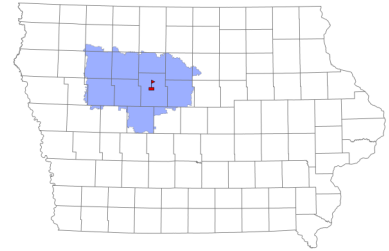
**Enhanced Student Electronic Communication:** NCC linked its student electronic communication system with the college's campus accounting package. This increased NCC's ability to provide customized, real-time communication on issues relating to bills, financial aid, and key add/drop dates.

Please provide details on methods in which the community college implemented the 10 percent across-the-board reductions in funding during FY10 (pursuant to Executive Order Number 19).

- NCC went to an electronic format for several of its student catalogues/publications, as well as continuing education catalogues. The newly-created college website and portal (noted above in the efficiency section) served as access points for these catalogues.
- NCC reduced travel budgets, and encouraged more leveraged use of video conferencing options wherever possible. In-house learning opportunities were also expanded.
- NCC deferred repairs and maintenance where possible in situations where long-term asset viability would not be impaired.
- NCC did not fill three open positions.
- NCC offered an early retirement package.
- NCC adopted a four-day summer work week pilot program, which resulted in campus utility savings.
- NCC adopted a Medical Expense Reimbursement Plan (MERP), which resulted in a significant health insurance premium savings.
- NCC assessed a surcharge of \$4.00 per credit (not to exceed \$50 per student) for the 2010 spring semester.

## Iowa Central Community College

**Please provide a description and details of initiatives implemented by your college that created greater efficiency within the college during fiscal year 2009 and fiscal year 2010.**



Iowa Central Community College's (ICCC) primary purpose is to educate students and provide training and re-training for business and industry to allow those individuals to be better prepared for the competition for jobs. ICCC will cut costs and raise tuition, as necessary, to meet the education and training needs of the college's service area. The participation of ICCC's community, including all employees, the Board of Trustees, Foundation Board, and the students to utilize the college's resources in the most efficient manner, has contributed to ICCC's ability to reduce costs and not greatly impact services.

The President's Cabinet was asked to revise spending plans and to be more careful about expenditures. A team was put together to begin reviewing additional ways to reduce spending over the next few years until this economic downturn is over. Every dollar saved now will be used to avoid a reduction in services in and out of the classroom. Some processes were evaluated to see if changes could be made to cut costs. The Financial Aid Office added the award letter process online. This process saves money and improves service to students. Efforts were made to encourage students to complete their financial aid forms online to reduce paper and postage costs and increase staff efficiency and time available to provide more personal services when needed.

ICCC increased its commitment to recruiting and retention of students. ICCC has experienced enrollment growth consistently for several years. This does not happen by accident; it takes many people focused on the goal of providing the best education and support possible for our students. It is part reputation and part deliberate hard work. Each year this becomes a more difficult task with declining populations in the college's service area.

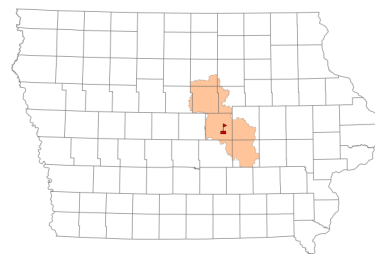
**Please provide details on methods in which the community college implemented the 10 percent across-the-board reductions in funding during FY 2010 (pursuant to executive order number 19).**

ICCC is committed to reducing operating expenses (building repairs, maintenance of grounds, landscaping, printing, advertising, membership dues, travel, materials and supplies, and staff development), reducing planned equipment purchases, and committed to reducing salary expenses. ICCC continues to look at other opportunities to reduce expenses including the possibility of discontinuing programs, staff reductions, and non-replacement of staff as such opportunities occur. Vacancies are reviewed for elimination, consolidations, and/or shifting responsibilities to others. ICCC offered a Retirement Incentive Program during 2009-2010 for employees meeting certain requirements. Thirteen (5% of total full-time employees) of 44 eligible employees opted to retire. Savings were realized by replacing employees at lower salaries and non-replacement of employees where appropriate. ICCC reduced from five division deans to three division deans, due to retirements. In looking at other ways to reduce costs, most college buildings were closed during a one-week period over the winter holiday break.

Everyone was asked to carefully consider the need for every expenditure and put off those that were not immediately essential. Travel was limited to those trips that directly impacted and included students or that were required by affiliate agencies (Higher Learning Commission) or those that generate revenues for the college. ICCC looked to transfer salaries to other funding sources and looked for outside sources of revenue, primarily federal funds and grants.

## Iowa Valley Community College District

**Please provide a description and details of initiatives implemented by your college that created greater efficiency within the college during fiscal year 2009 and fiscal year 2010.**



Iowa Valley Community College District (IVCCD) has taken a comprehensive approach to improving district efficiency over the past two years through a new vision, mission, and strategic agenda. District leadership sought input from internal and external stakeholders in developing the new strategic agenda. The Board of Directors and District Chancellor worked together to develop expectations for operating the district effectively over the next three to five years, incorporated into the strategic agenda.

This new agenda has six major goals, one of which is a commitment to continuous quality improvement in all that the district does. The objective developed for this goal is to integrate district, unit, department, and individual goals with quality improvement processes and the IVCCD strategic agenda.

Another strategic goal is to maintain fiscal sustainability through increased accountability and transparency. The objective set for this goal is to optimize revenues and manage expenditures effectively.

Initial strategies identified to meet the goal are to:

- Develop and implement a credit and noncredit enrollment management plan that engages all faculty and staff in a culture of retention, recruitment and customer satisfaction.
- Establish criteria for evaluating current programs and services and initiating new programs and services.
- Utilize external resources effectively.
- Decrease percent of plant fund tax levy used to pay for district utilities.
- Improve our tuition and fee ranking among Iowa community colleges.
- Analyze contracted services for potential cost savings.
- Improve budgeting process and access to budget information.
- Create a district-wide facilities plan and process for revision.

Strategies to achieve the six goals and objectives have been identified and are the road map for IVCCD's operations through 2013.

Encouraging all employees to be involved in achieving the strategic goals is critical to success. Communication with stakeholders about identified objectives and strategies, district operations and measures of success is an important element toward this end. This is addressed in one of the other six goals through a strategy to revise the evaluation process to include ongoing feedback, professional development and district strategic agenda initiatives.

IVCCD completed an energy management study to assess and analyze energy consumption on its campuses. Changes, such as high efficiency lighting, ballasts, and motion sensor switches, were made through the assistance of Alliant Energy to reduce energy costs. In addition, automating operations where possible is encouraged. Some examples include the use of scheduling software for room assignments, developing on-line forms to replace paper processes, and the use of on-line document repositories to gather and disseminate information. A sub-committee of IVCCD's AQIP project on green initiatives requested bids and replaced existing fleet vehicles with more fuel efficient models.

**Please provide details on methods in which the community college implemented the 10 percent across-the-board reductions in funding during FY10 (pursuant to Executive Order Number 19).**

IVCCD had already taken steps in FY 09 to reduce costs substantially, such as a non-faculty pay freeze and reducing budgets by 4%. Faculty association leadership was approached to participate in the pay freeze; however, they were not required to do so because of a previously bargained multi-year agreement.

IVCCD's voluntary retirement offering over the past two years reduced the personnel cost in the district by over \$600,000. In addition, two faculty and seven non-faculty positions were eliminated between FY 09 and FY 10, a savings of over \$420,000. Several other positions were reduced in FTE, either moving from full to part-time or a further reduction in part-time status. Hiring supervisors are expected to consider if they can

**Iowa Valley Community College District (continued)**

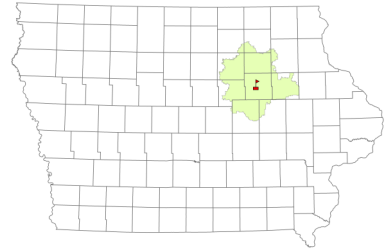
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eliminate, restructure and/or realign positions and processes through attrition. Several positions have been combined and/or restructured in this time frame.

An increase in credit hour student enrollment helped negate any immediate need to make additional substantial cuts to IVCCD's FY 10 operating budget. As identified previously, IVCCD has developed a comprehensive approach to continuously improve the efficiency of district operations through targets set by its Board of Directors.

**Hawkeye Community College**

**Please provide a description and details of initiatives implemented by your college that created greater efficiency within the college during FY09 and FY10.**



In January 2009, Hawkeye Community College (HCC) implemented \$800,000 of reductions for the spring term that carried over to FY10. Those reductions were in the areas of material and supplies, travel, equipment, computers, and not filling some vacant positions. For 2009-10, HCC implemented significant expenditure reductions of approximately \$1.5 million through layoffs of all regular part-time faculty positions (33), reduction of 10 full-time faculty positions, furlough days for non-bargaining staff, and contracting facility services (i.e., maintenance, custodial and grounds). All employees had no salary increase.

In light of uncertain economic conditions, Hawkeye chose to take a proactive approach in its budget planning. The elimination of positions, salary reductions, and reduced operating budgets allowed Hawkeye to minimize tuition increases the past two years. In fact, Hawkeye had one of the lower percentage increases in tuition of all the Iowa community colleges in 2009. Hawkeye is committed to ensuring college is affordable to all students.

**Please provide details on methods in which the community college implemented the 10% across the board reductions in funding during FY10 (pursuant to Executive Order Number 19).**

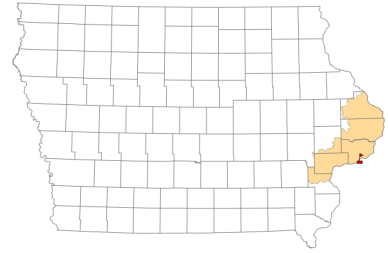
In the fall 2009 an Academic Quality Improvement Program (AQIP) budget committee developed recommendations to enhance revenues or to reduce expenditures by another \$2 million. Those were reviewed by the college's AQIP Steering Committee and by the President's Cabinet. The most significant savings those recommendations generated were through an early retirement incentive. The net savings for 2010-11 was approximately \$600,000.

The cumulative effect of the previous reductions plus the early retirement savings and process changes should enable the college to provide a modest salary and benefit increase for current employees and not require any furloughs for 2010-2011 or additional reductions in force.

**Eastern Iowa Community College District**

**Please provide a description and details of initiatives implemented by your college that created greater efficiency within the college during fiscal year 2009 and fiscal year 2010.**

For the fiscal year ending on June 30, 2010, Eastern Iowa Community College District (EICCD) put in both a hiring and travel freeze. EICCD had 28 retirees and two resignations. All 30 positions were eliminated. Adjunct instructors were hired to replace retiring full-time instructors and to cover the enrollment increase.



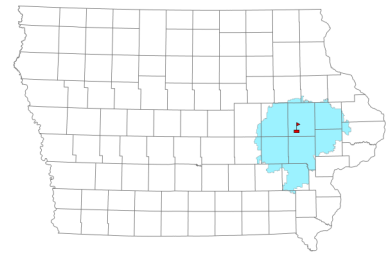
**Please provide details on methods in which the community college implemented the 10 percent across-the-board reductions in funding during FY10 (pursuant to Executive Order Number 19).**

For the fiscal year ending June 30, 2010, EICCD put in both a hiring and travel freeze. EICCD had 28 retirees and two resignations. All 30 positions were eliminated. Adjunct instructors were hired to replace retiring full-time instructors and to cover the enrollment increase.

## Kirkwood Community College

Please provide a description and details of initiatives implemented by your college that created greater efficiency within the college during fiscal year 2009 and fiscal year 2010.

Please provide details on methods in which the community college implemented the 10 percent across-the-board reductions in funding during FY10 (pursuant to Executive Order Number 19).



### **BACKGROUND INFORMATION**

Kirkwood Community College (KCC) educates over 21,000 credit students and over 40,000 non-credit students in an academic year (FY09). With the recent downturn in the economy, the need for the state of Iowa to decrease KCC's financial support has become a reality. For FY10, the state of Iowa has decreased the community college portion of the state budget by \$23.1M (this does not include the 1.5 percent reduction that was enforced in December 2009 (KCC's loss was \$415K) and the flood recovery reduction (KCC loss was \$300K) in September from other state funds that we receive. For FY10, the federal stimulus money will backfill the \$23.1M to the community colleges. But, as we look ahead, that stimulus money will be mostly gone for FY11. So it is paramount that the college start planning early for the expected shortfall of approximately \$3.7M for FY11 as compared to our starting point for FY09. In order to identify and prioritize initiatives to operate the college at greater efficiencies in order to meet actual and future planned budget cuts, the college cabinet implemented a P.R.O.D. Analysis process as defined below:

### **"P" PROBLEM STATEMENT**

KCC needs to take aggressive steps to make sure that the college continues to deliver the quality of both credit and non-credit courses that they presently provide and, at the same time, continue to move ahead on college initiatives that have been identified (i.e., retention and persistence) and to continue promoting innovation. KCC also needs to reach out and help students weather the current crisis and make real the goal of making college more affordable and within the reach of every American.

### **"R" RESOLUTION DESIRED**

KCC puts itself in a position to withstand the loss of state revenue (\$3.7M) or increase other revenues for FY11 by considering all options and having a recommendation for the Board of Trustees to consider by January 2010. KCC also must stay true to their vision/mission and our guiding principles/values of dedication to serve others, honesty, mutual respect and support, open communication, and trust. Protecting quality, protecting people, and protecting affordability must remain uppermost in our minds as we get to our final answer.

### **"O" OPTIONS (Sampling of Suggestions)**

- Raise tuition enough to cover the shortfall (\$12 per credit hour—additional cost for student for one year would be \$360).
  - Puts huge strain on students' ability to attend KCC.
  - Takes away KCC's tuition edge from other community colleges in Iowa.
- Freeze all salaries for FY11 (if salaries are raised one percent, it takes an additional \$1.50 per credit hour increase in tuition to cover that raise).
  - Most talented faculty, staff and administrators are targets for recruitment.
- Replace all faculty who resign with adjunct professors.
  - Each position filled in this manner saves approximately 50 percent.
- Offer enhanced early retirement program – one time offer of plus 25 percent.
  - Ability to reduce fixed costs of personnel.
  - Each position that is replaced realized a savings of 50 percent.
  - Lose institutional memory all at once, as compared to present program, which is continual and gradual.

**Kirkwood Community College (continued)**

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- Close Lincoln
  - Condenses our footprint.
  - Need to find replacement space in current buildings.
  - Possible solution will be to use vacated United Way space at the Resource Center when they leave in 2-3 years.

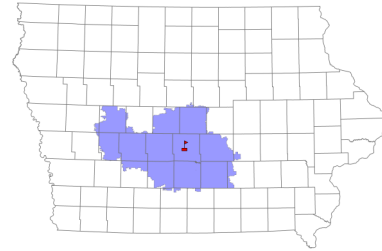
**“D” DECISIONS MADE and IMPLEMENTED (or are in process)**

- Offered enhanced early retirement program – one time offer of plus 25 percent.
- Close Lincoln Learning Center and relocate to other college facilities.
- Across the board five percent budget cut for operational accounts.
- Privatize food service operations through Request for Proposal to Sodexo.
- Privatize daycare operations to Waypoint.
- Implementation of P-Card for purchasing.
- Elimination of 2 administrative positions.



## Des Moines Area Community College

**Please provide a description and details of initiatives implemented by your college that created greater efficiency within the college during fiscal year 2009 and fiscal year 2010.**



- Management has set a tone of fiscal conservatism, with a goal of using every dollar saved today to be used to minimize tuition increases in future years.
- Des Moines Area Community College (DMACC) continues to implement the LEAN process district wide. This process allows faculty and staff to evaluate current business policies and procedures to eliminate redundancies, reduce costs by eliminating unnecessary processes and documentation, and improve efficiency. A LEAN project in the payroll department improved the timeliness and accuracy of the payrolls while reducing the cost of staff overtime. A business office project resulted in billings being processed in a more-timely manner and the bills being more accurate and complete.
- DMACC has applied for and received four energy saving grants to reduce utility expense. The grants total \$1M and require \$1,700,000 in matching funds from DMACC. Over the next 18 months, the grants will result in a 20 percent decrease in DMACC's energy consumption. These projects include the installation of a wind turbine on the Ankeny Campus, and the installation of sensors in all rooms, in all buildings, on all campuses that will turn off lights when the room is unoccupied along with many other projects including replacement of chillers and boilers.
- Bookstore operations were leased to a third party. This move has allowed students to benefit financially from the benefits of the third party's buying power and enabled DMACC management to focus on other operational issues without a loss in net revenue. Beginning this fall, the third party has started a program of renting text books to students. The rental program will save student approximately 50 percent when compared with having to purchase new textbooks.
- The Higher One Card Company is providing all students with a debit card/ID card. Refunds are now being sent to the students electronically eliminating processing and mailing time and cost. In addition, the students are receiving their refunds quicker.

**Please provide details on methods in which the community college implemented the 10 percent across-the-board reductions in funding during FY10 (pursuant to Executive Order Number 19).**

- In anticipation of reductions in financial support from the state, DMACC actually began reducing expenditures in the fiscal year that ended June 30, 2009. Budgeted amounts for expenditures in 2009 were reduced by \$1,000,000. In addition, revenue generated by enrollment increases, net of direct costs, totaled approximately another \$1,000,000. The extra \$2,000,000 in fund balance helped DMACC absorb the \$2.3 million across the board reduction state aid without having to drastically reduce spending or increase tuition.
- Approximately 12 positions that were open at the time were immediately placed on hold. As other positions became vacant, DMACC added and subtracted from the original list, but the same total number of positions remain on hold yet today.
- Material and supply budgets for all departments were reduced by 10 percent. Additional revenue from DMACC's enrollment growth has allowed some of these budgets to be partially restored, but only for departments directly related to the classroom and student services.
- Faculty and staff travel was restricted and memberships in area organizations was reduced or eliminated. Travel out-of-state has been affected the most with this action and, when allowed, the number of DMACC employees attending has been reduced significantly.

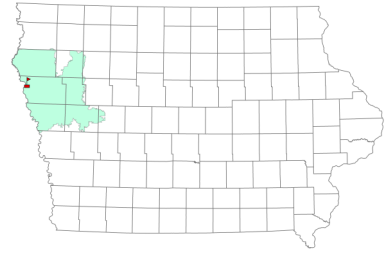
**Des Moines Area Community College (continued)**

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- DMACC's foundation has been diligently exploring new scholarship and grant opportunities for students. These actions have not reduced the operating costs of DMACC, but do provide more educational opportunities for students.
- Almost all DMACC correspondence has been reviewed to determine its value to the college and to students. Many of the correspondences have been converted to electronic distribution. Student billings alone have saved DMACC the cost of forms, printing, and postage on approximately 40,000 bills mailed each term.
- DMACC has also experienced record growth in credit enrollment. The additional revenue provided by this growth, less the direct costs of providing the instruction, has allowed DMACC to not have to cut expenditures so drastically. The areas that did not experience a reduced operating budget were only those areas that provide direct services to the students.

**Western Iowa Tech Community College**

**Please provide a description and details of initiatives implemented by your college that created greater efficiency within the college during fiscal year 2009 and fiscal year 2010.**



Western Iowa Tech Community College (WITCC) continues to look for all areas where greater efficiencies and improvements in customer service can be obtained. For the past several years, WITCC has looked at staffing patterns to determine the optimal mix whether it is inside or outside of the classroom. This review has helped to achieve efficiencies in times of reduced funding and increased student demand. WITCC has also reviewed programs and offerings to best utilize limited funds. WITCC has revised the class scheduling to achieve a greater student enrollment per class section, thus reducing operational costs. Other college processes have utilized the LEAN process to determine possible efficiencies. WITCC has also seen efficiencies in energy consumption as part of the college's "green" initiative and the measures taken. Another "green" initiative undertaken was eliminating most college printers and consolidating printing needs to copiers that automatically duplex, etc.

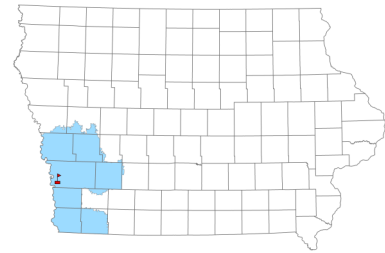
**Please provide details on methods in which the community college implemented the 10% across-the-board reductions in funding during FY10 (pursuant to Executive Order Number 19).**

For FY10, WITCC implemented a number of mandatory non-paid furlough days, offered an early retirement option, reduction in employees and not filling vacation position. Additionally, WITCC has cut spending in all other areas such as materials, supplies, travel, etc.

For FY11, WITCC will continue with the cost saving measures implemented in FY10, as well as operating with less staffing.

### Iowa Western Community College

**Please provide a description and details of initiatives implemented by your college that created greater efficiency within the college during fiscal year 2009 and fiscal year 2010.**



As a result of the budget constraints imposed on the community college system by the recent economic downturn, Iowa Western Community College (IWCC) has been forced to identify means and methods necessary to operate more efficiently while still providing a quality educational experience to its student population. From the cost cutting measures implemented below, IWCC has had to adapt and learn how to continue providing the same level of service with fewer resources in manpower, materials and supplies. Further, these cuts came at a time when IWCC was experiencing record enrollment growth.

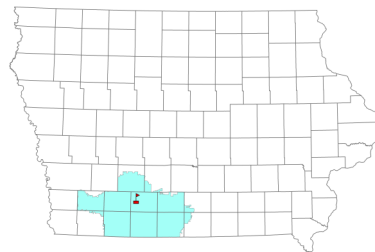
**Please provide details on methods in which the community college implemented the 10 percent across-the-board reductions in funding during FY10 (pursuant to Executive Order Number 19).**

IWCC instituted several cost/budget saving initiatives during FY09 and FY10 as the institution dealt with the 10 percent across-the-board cuts to general state aid. These cost savings measures included but are not limited to the following:

- Significant budget line item cuts that included \$160,000 in reductions to expenditure categories for travel, memberships, group meeting expense, and periodicals/subscriptions.
- Elimination of an annual \$180,000 budget line item for career and technical education program improvement initiatives. This budget enabled career and technical education programs to revitalize their programs with instructional equipment upgrades.
- Offered an early retirement program to full-time faculty and staff, and realized first-year reduction in salary and benefit costs of \$371,260.
- Cut six low performing academic programs and eliminated 8 instructional positions in realizing a savings of more than \$622,000
- Eliminated four professional support staff positions in non-academic areas including accounting, food service, grant oversight, and secondary programs.
- Reallocated salary and benefit expenses previously charged to the general operating fund to auxiliary operations.
- In total, IWCC was able to reduce general operating expenditures by more than \$1,665,000 over the past two fiscal years.

## Southwestern Community College

**Please provide a description and details of initiatives implemented by your college that created greater efficiency within the college during fiscal year 2009 and fiscal year 2010.**



- Energy savings: We delayed the start up of our air conditioning system by 30 days. We turn off the system on weekends to our main building and move weekend classes to our smaller buildings. We also put in new energy efficient lights in Automotive Mechanics, Automotive Collision Repair, maintenance buildings, and the gym. We shut off computers and all lights nightly. All of these together are estimated to save over \$12,000 annually in energy costs.
- Invested \$12,000 in remodeling costs to combine Career Services and the Assessment Center in order to allow for elimination of one secretarial support position.
- All class offerings have been reviewed and delivery practices evaluated to determine the most cost effective way to provide the offering.
- Encourage students to apply for admission online rather than using the printed applications, this reduces staff time needed for data input.
- Print materials in black and white rather than in color whenever feasible.
- Carpooling with other agencies to meetings when feasible.

**Please provide details on methods in which the community college implemented the 10 percent across-the-board reductions in funding during FY10 (pursuant to Executive Order Number 19).**

- Nine (9) full-time positions and several part-time positions were reduced. These reductions were made in spite of record enrollment.
- Non-salary lines in the budget were reduced 5 percent.
- No salary increases were given to employees during FY10, other than the small increase to faculty in accordance with the faculty salary supplement that was mandated by the legislature.
- Increased tuition in FY10 by 4.49 percent (\$5.50 per credit hour).
- One academic program was eliminated.
- Delayed purchasing of instructional equipment. These purchases will be required in future years.
- Increased dependence on use of the older technology of the ICN in order to reduce costs by sharing faculty between satellite centers.
- Increased enrollment limits in classes.
- Increase in the number of full-time faculty taking overload.
- Hiring more adjunct (part-time) faculty rather than hiring full-time faculty.
- Delayed preventative maintenance on buildings and fixed equipment. This maintenance will be required in future years.
- Decreased Adult Basic Education (ABE) hours to save instructor costs.
- Eliminated one Adult Literacy and General Educational Development (GED) class site, including the instructor position. Iowa Workforce Development has requested this site be reopened.
- Closed rural noncredit class sites from Memorial Day through Labor Day.
- Increased GED testing and book fees and reduced advertising costs.
- Eliminated the Workforce Investment Act tutoring fiscal agent position.
- Reduced spraying for weeds, saving over \$10,000 in FY10. This is not a good long term practice due to poor weed control.
- Did not replace any vehicles in the fleet, however these purchases will need to be made soon as the cars in the fleet have an average mileage of nearly 100,000 miles and are frequently out of service for maintenance and repair issues.

**Southwestern Community College (continued)**

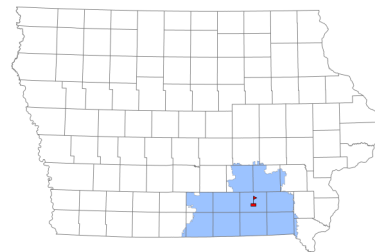
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- Reduced travel for professional development and eliminated attendance at many statewide meetings, (including some meetings through the Department of Education). Used telenet or teleconferencing if available, however many times this is not an option so we are not able to be represented at the meeting.
- Reduced printing handbooks to save on printing costs. Examples include the Faculty Handbook and the Student Handbook. Although the handbooks are available online, some students and staff do not have access to the internet at their home.
- In the financial aid department we began sending Master Promissory notes for student loans electronically instead of mailing them. It saved on printing costs and also on mailing costs because the paper forms had to be sent certified mail.

**Indian Hills Community College**

**Please provide a description and details of initiatives implemented by your college that created greater efficiency within the college during fiscal year 2009 and fiscal year 2010.**

Specific initiatives implemented during FY09 and continued through FY10 included a six-month moratorium on hiring of any replacement positions and employee furloughs. The practice of fully evaluating the responsibilities and assignments of all positions before replacement continued. With 75 percent of Indian Hills Community College's (IHCC) budget invested in labor costs, the processes of our human resources department are germane to managing our expense budget. IHCC offered an incented retirement program during FY10. Estimated savings from this plan will reduce general fund expenditures for FY11 through elimination or reorganization of college positions and hiring necessary replacement employees at lower wage rates. Well-established annual review processes evaluating cost to deliver, demand for curriculum, enrollment, job placement, etc. provide valuable assessment and direct college offerings and resource allocation. Efforts to seek environment friendly and energy efficient practices in physical plant operations are ongoing.

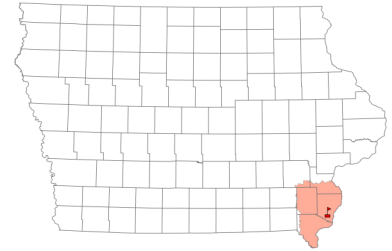


**Please provide details on methods in which the community college implemented the 10 percent across-the-board reductions in funding during FY10 (pursuant to Executive Order Number 19).**

The 10 percent across-the-board reduction (\$1,225,160 for IHCC) in state general aid funding was announced in October 2009, after the college budget and programs were established and contracted for the academic year. The ongoing efforts of our college workforce, economic conditions, and high unemployment created an environment that allowed IHCC to experience record enrollment growth of nearly 20 percent that was maintained throughout FY 10. Through excellent management and scheduling, a large influx of students was successfully served and allowed economies of scale in our educational operations. Classrooms at maximum capacity expanded tuition revenue while expense levels were generally constant. Efforts are always in place to evaluate and deliver services as efficiently as possible.

**Southeastern Community College**

**Please provide a description and details of initiatives implemented by your college that created greater efficiency within the college during fiscal year 2009 and fiscal year 2010.**



The Southeastern Community College's (SCC) Board of Trustees approved \$345,000 of budget cuts in FY09 for the FY10 budget year, which included the elimination of two academic programs, Horticulture and Design Engineering, and two administrative positions. Budget adjustments and/or identified efficiencies/savings from both FY09 and FY10 accounted for additional expenditure reductions. The budget areas affected were travel, printing, memberships, professional development, and non-instructional equipment. Vacated staff positions were also not immediately filled, resulting in FY10 salary savings. Energy conservation was also stressed in an effort to reduce costs.

**Please provide details on methods in which the community college implemented the 10 percent across-the-board reductions in funding during FY 2010 (pursuant to Executive Order Number 19).**

The FY10 funding reduction caused the need to further limit current year operational expenditures. Areas targeted for further reduction included travel, printing, memberships, professional development and non-instructional equipment. Additional savings were realized from open staff positions that were not immediately filled. Enrollment growth also played a key role in covering the state funding reduction.





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